



CREATING FUTURES TOGETHER

Corporate Plan 2021-2024

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FOREWORD

We write the Corporate Plan at a time of immense change and challenge for the country. Who would have thought as we planned for the effects of leaving the European Union that this would be overshadowed in impact by a global pandemic. Now more than ever we must support our residents as they cope with the consequences of the past year, overcoming loss of family and friends, livelihoods and freedoms. We are determined to rise to that challenge and are incredibly proud of the response of our staff and their ongoing drive to do everything they can to put people first.

We are a strong, local Housing Association. We can be flexible to meet the challenges we face – we adapted in just days to mobilise all of our office-based staff to work from home. We will build on the good that has come of this to offer a more flexible working environment and a flexible and skilled service offer to customers. Our hard work was recognised at the end of 2020 with our re-accreditation to the highest Platinum level of the Investors in People award.

This new Corporate Plan keeps our vision, values and headline strategic aims as they were, as our direction hasn't changed. The targets we have set ourselves will challenge us to continue to improve and meet the changing demands on our business as we support our residents.



Andy Jones
Chair of the Board



Jo Reece
Chief Executive

OUR BUSINESS

Formed in 2004 following the transfer of homes from Teignbridge District Council, Teign Housing is a well-respected business with a social purpose. We own and manage over 3,700 homes across Teignbridge, the South Hams, East Devon and Exeter.



We provide homes for rent at lower than market prices, homes designated for older people with additional needs and shared ownership properties. For our tenants and the wider community, we provide a personal alarm and home visit service under the brand TeignCare. Through our commitment to building new homes we are helping to tackle the shortage of good quality affordable housing. Since 2004 our development programme has provided 422 new homes. Our tailored approach has seen us deliver a number of developments, including one with high energy efficient, award-winning PassivHaus homes, built within Dartmoor National Park. We work with several Community Land Trusts and we have delivered and expanded a site for New Travellers.

Teign is a registered charity and we re-invest our surpluses into our existing homes and building new ones.

We hold ourselves to high standards, for example providing homes at each letting in very good decorative order for our residents and maintaining our homes above the Decent Homes Standard.

Teign Housing works within the Regulator for Social Housing's framework. An independent Service Board of residents, our resident Scrutiny Panel and Tenants' Forum all play a significant part in reviewing the services Teign provides to tenants and making recommendations to the Board and management team. Our Board is made up of 7 non-executive directors and the Chief Executive, who are recruited for their skills and experience and who work closely with the senior management team to ensure Teign Housing delivers its objectives.

OUR CUSTOMERS

Our customers are our tenants, shared owners, leaseholders and the wider community who may wish to live in our homes or work for us.

Statistics from 2019 show that Teignbridge has seven wards within the 30% most deprived areas of England¹:

- 1) Teignmouth East
- 2) Buckland and Milber (Newton Abbot)
- 3) Bushell (Newton Abbot)
- 4) Teignmouth Central
- 5) Teignmouth West
- 6) Dawlish Central and North East
- 7) College (Newton Abbot)



42% of Teign Housing tenants are currently in receipt of full or partial housing benefit and 25% Universal Credit. Teign's last census of residents in 2020 found that 45% of customers were retired, 27% employed or self-employed, 16% unable to work for health reasons and 5% caring for family or home.

42% of our households are occupied by single people, 37% by two-generation families, 18% by couples and 2% by multi-generation families². 65% of our households use the internet³.

The retirement age population in Teignbridge is 7% ahead of the national average⁴. The average age of all Teign Housing tenants is 56, with the average age of sheltered housing customers slightly higher at 71.

48% of customers report that they have a disability or long term health condition which affects their daily life. This includes 41% of general needs households and 67% of sheltered housing customers.

¹ Index of multiple deprivation

² Teign Housing resident records 2021

³ Teign Housing resident census 2020

⁴ Office of National Statistics population estimates 2019

OPERATING ENVIRONMENT

Across the UK, change is being driven forward in social housing. In late 2020 the Government published the Social Housing White Paper "The Charter for Social Housing Residents", setting out their vision for the future. We welcome the importance the Government is placing on resident safety and the increased involvement of residents in the decisions that affect them and their homes. We also welcome the return to proactive regulation of our resident-facing services, an area which has always been at the heart of all we do.

The National Housing Federation (NHF) continues to lead member housing associations in best practice, and we are responding to their Together with Tenants campaign to include residents in service design. The new NHF Code of Governance, which the Board has adopted, also places renewed importance in resident involvement, transparency and equality.

We will continue to provide excellent services alongside investing in new homes for our local communities. In early 2021 we will complete our work to seek more and better value funding to support our ongoing housing development work. Grants under the Affordable Homes Programme had reduced to an average of £33,600 per home from 2015-18, compared with £120,641 from 2008-11 and we will adapt to the changes in planning regulations and grant funding that are currently in consultation from the Government. Our business plan sees us build 314 new homes over the next three years despite these challenges.

The Government and the social housing sector are still learning from the tragedy at Grenfell Tower. Teign has taken a proactive approach to the expected improvements in building safety, working to implement more safety measures as best practice, ahead of any legislative requirements. We are watching the progress of the Building Safety and Fire Safety Bills through Parliament and will continue to do all within our power to keep our residents safe.

There is continued high demand for our homes. Within Teignbridge there are around 1,000 households on the Devon Home Choice register seeking social and affordable rented housing. 96% of those households cannot afford home ownership. There are a further 166 households on the Help to Buy register wishing to purchase an affordable home. The district has one of the highest affordability ratios in the country, with average house prices around 10 times average household earnings and it is therefore extremely difficult for many to purchase or rent properties on the open market⁵.

⁵ Teignbridge District Council Draft Local Plan, March 2020

VISION

We dedicate ourselves to providing good quality homes and tailored housing support. Working with our diverse customers and trusted partners we provide effective services that bring long term benefits to all. We are sustainable in a fast-changing environment and reinvest our surpluses to grow our communities.





VALUES

STRATEGIC AIMS

We focus on the core of our business with our strategic aims. What is important to our customers; providing excellent services and quality homes - and what is important to our continued viability; growing our sustainable business.



Respectful

We treat people with empathy, respect, diversity and provide quality customer service. We appreciate the relationships we build and, with our customers, contractors and partners, we are proud to be **Team Teign**.



Resourceful

We maximise our resources through innovation and by using our money in efficient ways. We look for opportunities to expand our business by building new homes and creating and growing valuable services. We recognise our role in supporting the local economy.



Ethical

We value our responsibility as a charity providing homes and services for those who need them and as an employer. We are an organisation with heart and strive to offer an empowering workplace and the personal service our communities want.



Excellent services

We will deliver high quality services to all of our customers and partners. We will provide considerate customer services, empowering housing services and effective repairs.



Quality homes

We will invest in new and existing homes by maintaining high standards of repairs and improvements to our current homes and developing new homes to meet the needs of local people.



Sustainable business

We will strengthen our business by continually improving our governance, increasing the value of our work, seeking ways of joint working with our partners and investing in our staff.

EXCELLENT SERVICES

Each of our tenants is unique, requiring different needs from us, and delivering excellent, tailored services is essential to our customers' wellbeing.

Together with tenants

We will update our service offer to meet modern expectations of customer service and involvement. We will offer choice in how to contact us and make transactions more productive. We will make sure every conversation counts and is recorded and understood.

We will	Measure	March 2022	March 2023	March 2024
Improve customer experience via digital transactions	Using data intelligence develop personas of our customer audience. Co-develop new processes with customers, placing them at the centre of re-design	Re-engineer two processes, e.g. reporting a repair and making a rent payment	Identify a further personification project	Re-engineer one process
Increase opportunities for all residents to share opinions / suggestions / concerns through consultation. Give feedback to residents, providing an action plan for the way forward.	Improve our consultation process using a variety of digital and human services. Improve digital access for our residents. Implement digital platform for improved resident engagement.	Evaluate delivery of our year 1 digital strategy. Consultation opportunities for our residents developed, implemented and recorded using our Housing Management System. Improve the quality of our Tenant Portal for self-service. Residents signed up to our Tenant Portal will increase to 1,000. Procure a digital engagement platform.	Evaluate year 2 of our digital strategy. Monitor and adapt our consultation methods to ensure that our residents' voices are influencing services across the business. Publish results of resident engagement opportunities. Resident engagement with our Tenant Portal to increase from 1,000 to 1,500. All lead service areas to run at least two consultations via the engagement platform.	Evaluate year 3 of our digital strategy. Resident engagement with our Tenant Portal to increase to 2,000. Review the resident satisfaction with the engagement platform and adapt to feedback.
Improve our complaints process	Adapt our complaints approach to deliver a better service to customers. Co-develop new processes with customers, placing them at the centre of re-design.	Review the success of year 1 of our new approach and publish the results to Board and residents.	Achieve 85% resident satisfaction with the complaints process.	Reduce the volume of complaints escalated to stage 2 by 15%.

Supporting sustainable tenancies

We will provide the tailored support where needed, to help our residents to live well in their homes.

We will	Measure	March 2022	March 2023	March 2024
Identify opportunities to improve health and wellbeing	Identify our most vulnerable customers. Most vulnerable customers are monitored via a risk map. Capture needs of vulnerable customers via Keeping in Touch (KIT) visits and Needs Assessments.	90% of sheltered tenants have a needs assessment prior to sign up. 50% of sheltered tenants have a goal plan. 100% of our high risk tenants visited via KIT are captured on risk map.	92.5% of sheltered tenants have a needs assessment prior to sign up. 55% of sheltered tenants have a goal plan.	93% of sheltered tenants have a needs assessment prior to sign up. 60% of sheltered tenants have a goal plan.
Increase levels of financial confidence and competence	Identify those tenants who are likely to struggle paying their rent. Tailor money / budgeting support in person-centred way. Promote our partnership work to build financial confidence.	Financial/Affordability assessment undertaken on 100% new tenants of Teign Housing. Goal Plans completed for 100% tenants in arrears / struggling who engage with Head Start. Articles in resident ezine and on website.	Financial / Affordability assessment undertaken on 100% new tenants of Teign Housing. Goal Plans completed for 100% tenants in arrears/struggling who engage with Head Start. 5% follow up on closed cases from previous year. Articles in resident ezine and on website.	Financial / Affordability assessment undertaken on 100% new tenants of Teign Housing. Goal Plans completed for 100% tenants in arrears/struggling who engage with Head Start. 5% follow up on closed cases from previous year. Articles in resident ezine and on website.



Focussing on communities

We will develop our team to ensure we can fully support residents to have their say in their neighbourhood.

We will	Measure	March 2022	March 2023	March 2024
Offer more opportunities for tenants to have their say on housing services.	Develop a menu of options for customers' voices to be heard on issues affecting their neighbourhoods and tenancies. Introduce satisfaction feedback at the end of each interaction.	Capture 100% of tenants who have expressed an interest in being involved at a Keeping In Touch (KIT) visit to understand their views on the opportunities to have their say, and their level of take-up of these opportunities. Capture impact and Value for Money (VFM) on 100% of community activities. Present opportunities in form of staircase to engagement.	Capture 100% of tenants who have expressed an interest in being involved at a KIT visit to understand their views on the opportunities to have their say, and their level of take-up of these opportunities. Capture impact and VFM on 100% of community activities.	Capture 100% of tenants who have expressed an interest in being involved at a KIT visit to understand their views on the opportunities to have their say, and their level of take-up of these opportunities. Capture impact and VFM on 100% of community activities.
Review Neighbourhood Strategy.	Encompass key aims of the Charter for Social Housing Residents as well as other regulatory changes and changes to local context. Develop core competencies and professional skills of frontline staff. Development of a new 'offer' with residents.	Evolve and update our existing Neighbourhood Strategy so it fully reflects the requirements of The Charter for Social Housing Residents.	Implementation of revised strategy. Review the Anti-Social Behaviour Policy in line with statutory guidance. Develop Service Level Agreements with Community Partnerships linked to community trigger.	Measure impact of new strategy implementation. Conclude research into best practice and introduce an innovative response to dealing with the most vulnerable and complex cases.

Delivering an efficient repairs service

In 2017 we created Templer HomeBuild to deliver a quality, customer-focussed repairs service. We continue to focus on our new company, making sure we stick to appointments, complete repairs on our first visit wherever possible, and keep customers informed of progress.

We will	Measure	March 2022	March 2023	March 2024
Ensure our residents are happy with repairs	Customer satisfaction with repairs	95%	96%	97%
Minimise return visits	Fixed first time	85%	90%	90%
Work efficiently in residents' homes	Planned works completed on time	95%	96%	97%

QUALITY HOMES

We understand that our customers often don't enjoy the luxury of choice about where they live and, because of that, providing quality homes is essential. Our homes are our most valuable assets and we must maintain them sustainably into the future.

Building needed new homes

Recognising local housing need we will increase the scale of our development work and ensure our homes remain affordable for our local communities.

We will	Measure	March 2022	March 2023	March 2024
Develop more affordable homes.	Increase the scale of our development programme and ensure our homes remain affordable for our local communities.	75	83	90

Making best use of our assets

Our homes are our biggest assets. We will regenerate or dispose of properties where they are not cost effective, freeing up resources for the improvement of existing homes or the development of new ones.

We will	Measure	March 2022	March 2023	March 2024
Reduce our carbon emissions and improve the environment.	Deliver the actions and targets set out in the Carbon Reduction Strategy.	Carbon Reduction Strategy and action plan created and costed. 10% reduction in carbon emissions.	Implement planned works to target carbon reduction. 15% reduction in carbon emissions (further 5% on last year).	Cease installation of Gas fired boilers in all new and existing properties. 20% reduction in carbon emissions (further 5% on last year).
Ensure our property assets remain sustainable.	Annual assessment of homes using Active Asset Management tool and CROHM software to identify 'at risk' homes and develop a programme of option appraisals for investment, regeneration, development or disposal.	Reduce unsustainable property assets to 25 properties.	Reduce unsustainable property assets to 20 properties.	Reduce unsustainable property assets to 15 properties.



Delivering a quality home service

We will work more closely with our repairs company **Templer HomeBuild** to deliver a seamless service.

We will	Measure	March 2022	March 2023	March 2024
Provision of holistic customer service.	Civica Cx integration for our subsidiary company, enabling them to access customer data and provide a joined up experience for our residents.	Templer HomeBuild staff have direct access to Civica Cx and Keystone to ensure our residents experience an efficient, holistic service.	Repairs and compliance information integrated. Opportunities for residents to access and book these services in ways that suit them, including a Teign Housing App.	Repairs, compliance, planned and cyclical works fully managed by the group through Civica Cx.



Keeping residents safe and warm

We place great importance on compliance with health and safety legislation, ensuring our homes are safe to live in. Using modern technology we will work to combat fuel poverty by making our homes more efficient.

We will	Measure	March 2022	March 2023	March 2024
Keep our residents safe.	Compliance with all regulatory health and safety standards. Informing and raising awareness among our residents.	Achieve 100% in all health and safety compliance areas. Report performance to Board and residents.	Achieve 100% in all health and safety compliance areas. Report performance to Board and residents.	Achieve 100% in all health and safety compliance areas. Report performance to Board and residents.
Reduce the cost of living in our homes.	Ensure all our homes are minimum EPC band C by 2030.	All properties currently at EPC band F and E brought up to band C.	10% of properties currently at EPC band D brought up to band C.	30% of properties currently at EPC band D brought up to band C.

SUSTAINABLE BUSINESS

Our strong finances will ensure we can cope with the unexpected. In a time of challenge and change we will deliver excellent services and quality homes against a backdrop of an efficient and effective business, fit for the long term.

Maintaining strong governance

We will set a culture of equality, diversity and inclusion from the top. We will focus on the strength of our business to ensure we can weather any storm.

We will	Measure	March 2022	March 2023	March 2024
Improve our assurance mapping	Identify and evaluate our sources of assurance	Existing sources of assurance mapped to strategic and operational risks	Ensure there are no gaps in the assurance map	Deep dive or internal audit of assurance sources
Create a "Get on Board" training programme with partner organisations	Increase future board diversity through training and mentoring potential new Board members, targeting underrepresented groups	Work with peer Housing Associations to create programme	Advertise programme and recruit, train and mentor first cohort	Measure success of programme through satisfaction survey with cohort and number who have had success in applying for roles



Sustaining robust finances

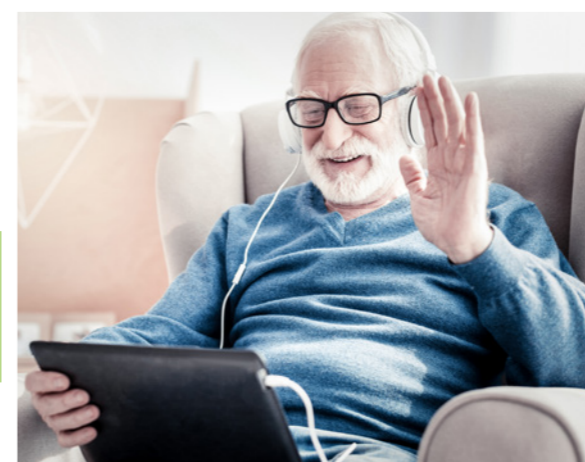
Our drive for value and efficiency will continue and we will ensure our running costs compare well with similar size organisations. We will secure continued efficiency by reviewing our processes to find smarter ways of working.

We will	Measure	March 2022	March 2023	March 2024
Improve cashflow.	Be more efficient in collecting all forms of non-rent debt and recharging repairs efficiently.	Recharge 100% of repairs where we have complete information. Increase collection of non-rent debt by 10%.	Increase collection of non-rent debt by a further 5% (15% since start of plan).	Increase collection of non-rent debt by a further 5% (20% since start of plan).
Provide real-time financial information to budget holders and decision makers.	Enable more informed decisions to be made, giving greater budget control and forecasting capability.	-	Select and procure a new finance system and formulate a project plan.	Begin implementation of the new project, with delivery of real time information by March 2025.
Increase the efficiency of our finance service by reducing reliance on paper-based systems.	Introduce digital data entry to improve efficiency, accuracy, data protection and to improve our environmental performance.	Roll out a paperless employee expenses system	Introduce invoice scanning software, processing 80% of invoices electronically.	-
Maintain our operating margin in excess of 20%.	Enabling us to build more homes and invest in our communities through regeneration.	Minimum of 20%.	Minimum of 20%.	Minimum of 20%.

Growing our surpluses

We will seek new and more cost-effective borrow to support our charitable activities.

We will	Measure	March 2022	March 2023	March 2024
Increase financial capacity	Increased capacity for development, regeneration and investment in our Carbon Reduction Strategy	Have a £20m revolving credit facility in place and new £35m long term funding, whilst maintaining the existing £25m GBSH loan	-	Begin the refinancing process for the revolving credit facility.



Investing in technology

We will update our digital platform to support our staff to provide an efficient service to residents. We will use our business data to fully understand and improve our performance and give residents information that is relevant to them and their tenancies.

We will	Measure	March 2022	March 2023	March 2024
Move our IT Infrastructure to Cloud services to improve data management and IT services in a remote working environment.	Managing our data more effectively. Keeping our data safe and secure. Cloud based data servers will support our agile working future.	Data held in our 45 office based servers to move to secure, reliable cloud-based UK or EU Data Centres.	Review the process for retrieving our data through Cloud services. Evaluate the cost reduction and efficiencies that we have achieved by moving away from on-premise servers.	Review our agreements with Cloud services providers to ensure that they are fit for purpose and offer the highest level of security with fast access when required.
Provide tailored business intelligence to staff.	Increase the usefulness of the business and customer data we hold.	Balanced Scorecard presented in Power BI software, with training provided to leadership team.	Targeting of services to relevant residents using Power BI.	-

Developing our staff

We recognise that motivated staff create satisfied customers. We will develop our managers so that they can support their teams to better performance. We will maintain Investors In People (IIP) Platinum. Our staff will expect and embrace change as we seek to continually improve as an organisation.

We will	Measure	March 2022	March 2023	March 2024
<p>Improve skills and behaviours of staff.</p> <p>Through learning and development facilitate a culture of respect and exceptional customer service.</p>	<p>Develop a Teign Housing Training Academy to include digital leadership tutorials for our managers and customer service tutorials for all staff.</p> <p>Enhance our Coaching and Mentoring programme to include cultural learning around behaviours and respect in service delivery.</p>	<p>Review the effectiveness of our digital learning programmes and online tutorials to evidence the correlation between our investment and outcomes for residents.</p> <p>Undertake a full staff survey, achieving over 90% positive staff engagement levels around learning and development.</p>	<p>Our learning and development will meet the requirements of the indicators detailed in the IIP Platinum standard.</p> <p>Deliver development programme from IIP mid-term assessment recommendations.</p>	<p>Late 2023 is a full reaccréditation assessment year, our aim is to maintain Platinum standard.</p> <p>Deliver development programme from IIP assessment recommendations.</p>
<p>Improve work life balance for staff and increase excellent outcomes for residents.</p>	<p>Introduce an Agile Working Policy for our staff to improve work life balance and increase productivity.</p>	<p>Monitor the effectiveness of the Agile Working Policy in relation to customer satisfaction data and feedback from our staff and residents.</p> <p>Review employment law aspects of our new ways of working.</p>	<p>Consider extending our opening hours for the provision of digital services such as webchat.</p> <p>Review employment contracts and reissue to meet new ways of working.</p>	<p>Review the policy, including terms and conditions of employment for all staff, in relation to excellent service delivery.</p> <p>Through consultation surveys, ensure our residents are happy with access to our services.</p>





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